



---

## **Strategic Planning & Quality Management 1997 - 1998 Team Reports**

During the last several years, teams of State Park employees have worked in teams to improve the way we do business. These teams have simplified processes, cut red tape, reduced cycle time, and eliminated waste. Through their collective efforts, the Department is able to provide better and more cost-effective service to our Park Visitors. Following are brief summaries of the work of 14 such teams.

Some of the teams' work is clearly evident to park visitors, while other teams have worked "behind the scenes." -- All of their work is aimed at improving the park system and enhancing the park visitor's experience.

---

**California Department of Parks & Recreation  
Strategic Planning & Quality Management  
P.O. Box 942896  
Sacramento, CA 94296-0001**

# Strategic Planning & Quality Management 1997 - 1998 Team Reports

## CONTENT

Introduction	1
State Parks Accounting and Business Service Team	3
The Annadel Park “A” Team -- Silverado District	4
CalStars Information Database (CID) Team	5
Historic Sites Team -- Gold Rush District	6
Sutter's Fort Fire Damage	
Historic Sites Team -- Gold Rush District	7
Sutter's Fort Duck Pond	
California State Parks Transactions Training Team	8
Point Lobos Dive Reservation Improvement Team -- Monterey District	9
Track & Special Events Team	10
Strategic Planning and Performance Analysis Team	11
Lake Operations Team -- Los Lagos District	12
Vendor Payment Team	13
Reservation System Transition Team	14
Trestles Surfing Contest Team	15

## CALIFORNIA STATE PARKS

### State Parks Accounting and Business Service Team

**Members:** Susan Jackson, Pete Lomosad, Tim Olmstead, Olaya Paschal, Steve Soto, and Ken Wilcox.

**Summary:** The team successfully managed a major office remodel, keeping vital work flowing, while managing a group of contractors to complete the work in 21 days.

**Background:** The old DPR Accounting and Business Services offices suffered from outdated furniture and an office layout that impeded work flow.

As a result of an empowered team, the 10,735 square foot Accounting and Business Services offices were remodeled. Over eighty offices and workstations were built from the floor up in less than 21 days. Six contractors moved staff out of their work areas, tore down the old work spaces, installed new carpet, painted the walls and ceiling, installed new electrical outlets, capped obsolete outlets, installed new modular furniture, installed new telephone lines, installed new Local Area Network lines, and moved staff into their new offices.

Team members worked nights and weekends with the contractors to ensure both quality work and immediate resolution of contractor questions, problems, and conflicts. In a splendid show of customer concern, this team then spent days working out the post-move adjustments and accommodations with the new tenants.

Accounting units took work home and set up operations in every available nook and cranny to keep the critical processes operating and the flow of documents moving, even while their workspace was being reduced to bare walls and floors.

Operational improvements have been realized through a better and more functional office layout which quickly resulted in better physical paper flow and improved clerical utilization. Additional measurable improvements resulted from the removal of clutter and the creation of better-organized workspace.

**Results:** As a result of coordinated and concentrated efforts of teams, which came to include the staff being moved, the movers, the coordination teams, and the contractors, a truly impressive office remodel was accomplished in record time.

For more information contact Pete Lomosad at (916) 653-5131

## CALIFORNIA STATE PARKS

### The Annadel Park “A” Team—Silverado District

Team **Members:** Dale Godfrey, Ken Wells, Ellen Blinn, Howard Moes, Alec Isabeau, Tom Ward, Marla Hastings, Toni McRorie, Rich Irwin, Wardell Noel, Bud Getty, Kylcia Nelson

**Summary:** A team representing park professionals and a wide array of user groups developed and implemented a plan to reverse environmental damage to a State Park trail system.

**Background:** Annadel State Park, located in Sonoma County, has an extensive trail system which gets heavy use from a variety of users. In recent years trails have been damaged and “unofficial trails” have been established; the result was vegetation loss, soil erosion, and degradation of archeological sites.

**Action Taken:** The identified problem was studied to determine the extent of damage (miles of unofficial and poorly designed trails), the types of park users causing the damage (hikers, bikers, equestrians), and the root causes associated with each user type. Demographic and visitor preference data was collected to provide a profile of the user groups.

Once the team clearly defined the problem, performed a root-cause analysis, and decided on an array of action steps, they were able to obtain grant funding to begin the implementation of solutions. Solutions were then identified, tested and applied. The Park now has a trail master plan that balances the needs of resource preservation and varied visitor needs. Work has already begun on the most damaged areas.

As a Result:

- 20% of the most seriously degraded trails were taken out of service and are undergoing restoration.
- Four miles of newly designed, multi use trails were added that reflects the needs and desires all users.
- There is overwhelming positive feedback by park visitors on the emerging changes in the park.
- The park is well on the way to being restored to its original pristine condition, while better serving the needs of visitors.

For more information contact Tom Ward at 916-441-6035

## CALIFORNIA STATE PARKS

### CALSTARS Information Database (CID) Team

Team **Members:** Eugene Erba, Mike Flores, Richard Hiatt, Joanne Ichimura

**Summary:** As a result of improvements developed by the team, the volume financial reports sent to state park districts and headquarters offices was reduced and the reports were made more user-friendly.

**Background:** The CALSTARS Information Database (CID) has been designed to provide the districts and headquarters with information needed to maintain accurate accounting of encumbrances, expenditures, and receipts.

In the past, park district offices received reports that were generated by the CALSTARS system. These reports were extremely difficult to read and understand. Information was often duplicated in different reports to provide various levels of detail. Certain types of information were not available because of restrictions inherent to CALSTARS.

Distribution of the CALSTARS reports also was a problem. Distribution was a complicated and tedious process, often taking a week or more. In addition, reports were often lost or incorrectly routed, causing additional workload to re-order and then re-distribute them.

Process Improvement Objectives:

- Reduce volume of reports ordered each month
- Reduce staff time for report distribution
- Make reports more user-friendly
- Allow districts to do their report queries

Process Improvement Realized:

- Streamlined work procedures
- Created a download process from mainframe to personal computers (PC's)
- Developed report format on PC Microsoft Access allowing districts to create their own queries and reports

**Results:**

- Reduced staff time for report distribution from five to two days
- Created individual computer discs containing all report information to be sent to districts
- Produced a hard-copy from computer disc for headquarters offices
- Reduced number of "problem calls" from district offices

For more information contact Richard Hiatt at 916-653-6968

## CALIFORNIA STATE PARKS

### Historic Sites Team—Gold Rush District

Terry Bohlmann, Dennis Pruitt, Roland Au, Rob Cairns, Steve Laam, Evelyn Bush, Jan Alves, Kathleen Wolgamot, Manuel Perez, Lyman Gray, Ron Snodgrass

**Summary:** The staff at the State Parks Historic sites found low cost ways of repairing an arson damaged building located on the grounds of Sutter's Fort in Sacramento.

**Background:** In May 1997, arson seriously damaged a building that housed the maintenance shop and the largest public restroom located on the grounds at Sutter's Fort. The required work included demolition of the old roof, removal of debris and hazardous waste, reconstruction of the roof, doors, and windows, and restoring water and electrical service to both the shop and restroom. Original estimates for contracting the work were between \$35,000 and \$40,000.

**Action Taken/Results:** By purchasing the materials and having the work done by a departmental maintenance team, the total cost of the project was cut to less than \$12,000. The team was made up of State Park maintenance personnel from throughout Northern California. In addition to completing a much-needed project for less money, the venture also was an excellent training opportunity for the less experienced members of the team.

For more information contact Ron Snodgrass at (916) 324-4599

## CALIFORNIA STATE PARKS

### Historic Sites Team---Gold Rush District Sutters Fort Duck Pond

**Members:** Steve Laam, Larry Redifer, Jan Alves, Kathleen Wogamot

**Summary:** Historic Sites park staff found a way to restore the Duck Pond at Sutter's Fort in Sacramento for a much lower cost than had originally been estimated.

**Background:** In February 1991 the City of Sacramento installed a water meter on the grounds of Sutter's Fort and the State Indian Museum. It was discovered that water was constantly leaking through the bottom of the nearby duck pond, back into the underlying aquifer. Water had to be continuously fed into the pond to keep it full. It soon became cost prohibitive and the pond was allowed to dry up. Several methods of sealing the bottom of the pond were considered at an estimated cost of \$110,000 to \$150,000.

**Action Taken:** In September 1997, a contact was made with a representative of a company that specializes in pond restoration. The company's method of sealing the bottom of the pond was by means of a PVC liner covered with fill material. The cost was approximately \$10,000. Ron German, a City of Sacramento Maintenance Supervisor, provided free fill material. Preliminary work began in February to prepare for the liner. The remainder of the project was accomplished by volunteers from Historic Sites Associations and park staff, including Manuel Perez, Lyman Gray, Dennis Pruitt, John Stewart, John Jones, and by CDF and CCC crews. Contributors helping defray the overall cost include the Native Sons and Daughters of the Golden West, the City of Sacramento, and the California State Park Foundation.

**Results:** The project was completed and a ceremony was held to recognize the various people and organizations who worked together.

For more information contact Ron Snodgrass at (916) 324-4599

## CALIFORNIA STATE PARKS

### California State Parks Transactions Training Team

**Members:** Carol Ebbitt, Carolyn McGregor, Linda Stott, and Barbara Swinehart

**Summary:** Personnel processes were standardized, and cycle time and error rates were reduced in State Parks' 27 districts through the design and implementation of "Just-In-Time" (JIT) Personnel and Attendance Training.

**Background:** Using Total Quality Management problem solving tools, early in 1995 all administrative processes were flowcharted and analyzed to assess efficiency and cycle time/error rate. The error rates for processing personnel transactions were very high, even though all staff working in personnel had attended centralized training. Analysis found that while all were trained in personnel processes, staff members in the districts were using different procedures to process transactions, with various members skilled at different transaction functions.

A self-directed Parks Transactions Training Team was formed to analyze data and come up with a plan to reduce the high number of errors. The team:

- Screened various transactions for potential elimination of redundancy;
- Standardized forms and processes, and
- Developed three training-consulting modules with input from field administrative staff.
- 

Rather than centralized training, the team provided just-in-time training, delivered regionally, allowing targeted modification of the training to adjust for experience levels and need. The modules taught were benefits; Attendance and Payroll; and Appointments, Separations, and Miscellaneous Transactions.

**Results:** The Department's error rates in transactions were dramatically reduced from 1,500 per month to 300 per quarter. In addition, team initiated changes to the attendance reporting system is saving \$85,000 annually.

Recognition of Excellence: The California State Parks Transactions Training Team was named the national "Outstanding Performers in Training" in the "Just-in-Time" training category by the publishers of Training Magazine.

For more information contact Linda Stott at (916) 653-2012.



## CALIFORNIA STATE PARKS

### Point Lobos Dive Reservation Improvement Team—Monterey District

**Members:** Glen McGowan, Chuck Bancroft, Gerry Loomis, Erik Landry, Joyce Olcese, Martin Brown

**Summary:** Responding to concerns/complaints from the public, the Point Lobos Team developed and implemented an equitable reservation system for scuba divers.

**Background:** Due to high demand, the number of dive teams allowed to dive at Point Lobos State Reserve near Monterey is limited to fifteen per day. Divers made reservations through State Parks' statewide campsite reservation system. Because the statewide system receives thousands of calls daily, phone lines are often clogged, making it difficult for divers to get through to make diving reservations for Point Lobos. Divers complained that the only way to get through was through the use of automatic dialers. The idea of first come, first served was lost. The dive community in the local area is very 'high tech', typically using their computers to share diving related information. The diving community suggested that Point Lobos staff consider providing reservations locally.

**Action Taken:** The team developed a self-supporting reservation system using telephone, fax or e-mail. The system provides easy and equal access to all divers wanting to make a reservation.

**Results:** Divers unanimously are thankful for the new reservation system. And, the staff is continuously working to make it better. As an example, the staff has established a Point Lobos web page and has added actual time photos of a popular diving cove so that divers can view the surf conditions before making the trip to Point Lobos.

For more information contact Glen McGowan at (408) 624-9423.

## CALIFORNIA STATE PARKS

### Track & Special Events Team

**Members:** Dan Dungy, Tony Perez, Steve Yamaichi, Steve Gorman, Curt Itogawa, Dave Quijada

**Summary:** To address complaints from event promoters and delays in the special event permit process at Off-Highway Motor Vehicle parks, a team studied the process and made refinements which have resulted in fewer complaints.

**Background:** Event promoters complained that the Off-Highway Vehicle Division was inconsistent in its policies for similar types of special events administered in different parks. This inconsistency made it difficult for promoters who use more than one park to understand and comply with different policies. Numerous special event permits were returned for correction and promoters were concerned that their event might not be allowed to take place.

**Action Taken:** The team evaluated the different special event policies at each district, identified the causes of inconsistent special event policies, researched similar public and private operations, and reached a consensus on the minimum criteria for a special event permit. The team implemented uniform special event policies, including standardized fees, insurance requirements, and procedures for site management, health and safety, and the use of state resources.

**Results:** Park staff has found the new process is easier to use and problems with promoters are way down. Complaints have been reduced from approximately 15 in 1995 to none in 1997, and the number of permits returned for correction dropped from 40% (about 25) to nearly zero.

For more information contact Dave Quijada at (916) 324-1574

## CALIFORNIA STATE PARKS

### Strategic Planning and Performance Analysis Team

Team **Members:** Tom Ward, Mary Veliquette, Sandy Kundert, Barbara Swinehart

The Strategic Planning and Performance Analysis Team is responsible for research, design, implementation, and analysis of the Department's strategic planning, performance budgeting, performance management and activity based costing systems for California State Parks.

The efforts of the team has resulted in the recognition of California State Parks as a leader in the field of performance based budgeting and measuring organizational performance. The team collaborated internal and external planning efforts to develop the following:

- core programs and outcomes stemming from the Department's mission
- an outcome measurement system
- a linkage of budget to outcomes
- a comprehensive performance management system encompassing all the activities of the organization.

In addition to fine-tuning and continuous creative evolution, the team is developing activity-based costing program, which will result in an efficiency measurement system for the Department's administrative functions.

Key to the team's success is their internal and external advocacy for organizational change.

**Results:** By offering continuous training and orientation sessions on performance budgeting, performance measurement, strategic planning, and performance management for State Park employees, the team assisted in the creation of a culture of constant process improvement. By meeting with Legislative Staff, the LAO, and Finance staff, the Department has successfully negotiated four evolving Performance Based Budgeting agreements, and has caught the attention of other public agencies as a leader in strategic planning and performance measurement.

For more information contact Tom Ward at 653-7258

## CALIFORNIA STATE PARKS

### Lake Operations Team—Los Lagos District

**Members:** Dale Adama, Luan Aubin, Sandra Butts, Tracy Hurtig, Charlie Lamkin, Danita Linse, Lisa Mulz, Rick Reisenhofer, Sandi Rine, and Mike Stumpf.

**Summary:** The team used a sound data collection strategy and a thorough analysis of accident causes to reduce, by over 50%, the number of boating accidents at the Lake Perris State Recreational Area in Riverside County. The team's analysis revealed that the primary cause of accidents was not what some staff originally thought, proving that using an analytical process leads to better decisions than "just doing it."

**Background:** At first, team members began tossing out solutions. The collective belief was that their primary effort should be to: 1) Enforce an alcohol ban on the lake, 2) Restrict personal watercraft (PWCs a.k.a. jet skis), and 3) Reduce the number of watercraft allowed on the lake. The team could have implemented these steps without going through an analytical process. Perhaps they would have felt good that something got accomplished. ---but they would not have really solved the problem.

Following a step-by-step "QC Story" process, the team discovered that: 1) The primary cause of accidents is inexperienced operators, not alcohol use, 2) More accidents involve power boats than PWC's, and 3) There is no direct correlation between the number of boats on the lake and the number of accidents.

**Action Taken:** Some of the many actions taken were to:

- Survey lake users, equipment manufacturers and dealers.
- Educate the public with hands-on "Safe Boating Days". Invited were fishermen, motorboat and personal watercraft users, water-skiers, windsurfers, sailors, swimmers, boat dealers, manufacturers, PWC safety instructors, and the US Coast Guard.
- Make several operational changes to address other causes of accidents.

**Results:** Due to the team's continued efforts, accidents of all types have been reduced from an average of 95/year. in the early 90's to 46/year (from 1995 to 1997). Serious injuries and fatalities have been reduced from an average of 10 to 6/year. for the same period of time.

For more information contact Tracy Hurtig at 909-657-0676

## CALIFORNIA STATE PARKS

### Vendor Payment Team

**Members:** Gayle Bohlmann, Giz Bueno, Dennis Francis, Jim Luscutoff, Olaya Paschal, Jack Vogelsang

**Summary:** A cross-functional team of field and headquarters staff halved the cycle time for the payment of vendor invoices.

**Background:** State Park field staff (the customers) expressed concerns that the lengthy cycle time for the payment of vendor invoices (average time 120 days) caused the relationship with their suppliers to deteriorate. Utility companies do not normally allow a long grace period before they cut off service. A park without utilities can very quickly develop health and safety problems. Further, field staff made numerous calls regarding the status of payment, causing additional workload for both field staff and the Accounting Section.

The team found that 71% of all vendor payment documents were error-free and could be processed for payment within 10 - 15 working days. The remaining 29% needed additional processing and took much longer. Errors further lengthened the vendor payment cycle time, sometimes taking as long as six months. Data was collected on the frequency of the different types of errors. A Pareto chart showed that errors in the documentation of the Vendor ID Information (i.e. vendor number absent or incomplete) accounted for 43% of all errors.

**Actions taken:**

- A new vendor-friendly procedure was established.
- Vendor listings were distributed to DPR staff monthly.
- The vendor address verification process was improved.
- The changes were communicated to all staff
- Training was provided to Accounting and field staff covering all areas of the vendor payment process.

**RESULT:** The cycle time was cut from 120 days to 60 days.

## CALIFORNIA STATE PARKS

### Reservation System Transition Team

Ken Colombini, Bill Berry, Freda Luan-Dun, Dave Nelson, Dave Bartlett, Bill Kramer, Linda Payne, Andrea Patterson

**Summary:** In the face of the bankruptcy of the company that handled campsite reservations for State Parks, the team successfully worked to implement a new reservation system with minimal disruption to the public.

**Background:** Spaces for thousands of campsites, Hearst Castle Tours, and Elephant Seal watching tours have been, for many years, handled through a reservation system. The existing contract with the reservation provider, Destinet, was to expire December 31, 1997. The Department was in the process of awarding a new contract to another company, Park.Net, when Destinet protested and then filed for bankruptcy. Destinet closed their doors in December. The protest action was finally dropped in January 1998.

**Action taken:** The challenge of the Transition Team was to implement a strategy to expedite bringing the new reservation system on-line immediately. The team worked with Park.Net to identify alternatives. Because Park.Net was handling camping reservations for New York, one alternative was to take reservations for California State Parks with existing Park.Net staff located in New York. The other alternative was to wait until the California office was opened in April. With the goal of the least disruption in service to our customers, the team decided, with training and help from our State Park staff, to begin taking reservations via New York.

**Result:** Through Park.Net, DPR has been taking camping reservations since January 28, 1998--after a period of service interruption of slightly over 30 days. Park.Net will open the California office on April 3, 1998. The new service was brought on-line without one written complaint and only a few verbal complaints regarding receiving busy signals. Reservations for Hearst Castle became available on February 12, 1998.

For more information contact Jim Luscutoff (916)-653-9463

## CALIFORNIA STATE PARKS

### **Team Name: Trestles Surfing Contest Team**

Greg Booth, Steve Long, and Mike Tope (State Park Staff); Greg Hullsizer and Bob Bailey, Trestles Surfing Association; Tom Pezman, Surfrider Foundation; Ian Cairns, US Surfing; Nick Carroll, Surfing Magazine; and local citizen's from the surfing community in San Clemente.

**Summary:** By carefully balancing the needs of various groups, the team eliminated complaints regarding surfing contests held at a world renowned surfing beach in Southern California.

**Background:** At the Lower Trestles Beach in San Onofre, a policy established in 1983 permitted up to 10 surf contests each year, and none during the high visitation months of July and August. The number of permits issued for surf contests grew from 2 in 1988 to 6 multiple-day events in 1996. Each year there were a small number of complaints when the events were running because the contest area was closed to the general public. In 1996 the number of complaints increased significantly, including civil disobedience.

**Action Taken:** Primary user groups and those who had voiced complaints and were invited to meet and exchange viewpoints with State Parks. A team representing the various groups (including local surfers, surf contest organizers, surfing associations, environmentalists and State Parks) was formed to seek a solution. The team collected data, via a survey in a major surfing magazine and a survey on the beach. The data was shared by team members with each constituency group. A new policy was developed that reduced the number of events and shortened their duration, and increased fees to cover administration costs.

**Results:** There have been no further written or verbal complaints regarding contests at Lower Trestles Beach. Further, the Coastal Commission has recognized the team's success and has recommended the process used by other communities facing similar issues.

Contact: Mike Tope (714) 492-0802